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DD/S REGISTRY  
FILE *Training 3*

3 APR 1969

MEMORANDUM FOR:

SUBJECT :  Report--Managerial Grid Study  
of Barriers to Organizational Effectiveness

1. Attached is the reference report which I have read. Unfortunately, I have had to do so piecemeal but I find it extremely interesting and it does suggest consideration of its findings.

2. The summary of the findings on page 15, paragraph 24, "Support Services," reflects comments that we might well consider and determine what course of action we should take to correct either the "feeling" or the "deficiency" as expressed in the findings. The findings that too frequently decisions are made without getting the views of those who have to carry out the action (35%), communications are too frequently down the chain of command without adequate flow upward of ideas and critiques (31%), compartmentation being used as an excuse for not communicating (42%) and intergroup conflict arising from compartmentation (39%) are seen as the greatest barriers. Additionally, bosses too frequently select their buddies for assignments rather than those who are best qualified (27%).


3. In dealing with these subjects there is obviously no specific action that is going to relieve these attitudes or feelings on the basis that this number of individuals in the DD/S feel this to be the true state of affairs. The majority of these, however, can be alleviated or corrected (a) by action within the DD/S to correct the deficiency, and (b) to create a forum or means of communication by which this impact can be corrected in the minds of DD/S personnel. While those DD/S'ers who participated in this survey represent only a small group within the DD/S it is quite possible that their attitude is representative and that the same percentage would apply equally throughout the Directorate. I am concerned that this feeling or attitude exists and I would like to do something about it. Please consider ways and means by which we might cope with this situation and draft a program of action that we might take from a corrective standpoint. A vehicle, even though a limited one, would be the Support Services Review Course where these attitudes

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could be discussed and commented upon. The staff mediums of the various offices of the DD/S could focalize on these problems in the sense of explaining the official program which might relieve this aspect of feeling, or a better word, actually, criticism. Our recent experience in the critical review of operations evoked a rather enthusiastic response in soliciting comments from subordinates as to how to better perform the functions of the office. Perhaps we could expand this program and have the offices solicit employee views on specific problems so that the employees have a greater sense of participation and frequently they come up with some very novel and original ideas which are extremely useful. How to cope with the problem of compartmentation is a difficult subject which I think is better understood when you know more about what the other fellow is doing and then you can appreciate or at least tolerate his parochial viewpoint which he covers with that broad label "compartmentation".

4. Please enlist the services of anyone you see fit in considering what to suggest as a corrective program.



R. D. Bannerman

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Att.

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

*Training*

FROM:

C/SUS/TR  
632 1000 Glebe

EXTENSION

NO.

DTR-1694

DATE

27 August 1968

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDTR  
819 Glebe *EYES ONLY*

*27 Aug 77* *AR*

2. DTR

*27 Aug* *ER*

3.

*SOS*

4.

5.

6.

7.

8.

9.

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1-2: Drs. [ ] are to be commended for this research product which I would recommend you share with Mr. Bannerman. I think the sample is sufficiently representative, though small, to be significant as to what Agency professionals consider the key environmental weaknesses of over-all Agency management.

While I see value in this study for the DCI, the Inspector General, et al, I see dangers (and I cautioned the authors accordingly in advance of their reducing their findings to this form) in the report going beyond their immediate superiors. Obviously, what we have here is not supported by specific cause-and-effect examples, which could only come from more detailed interviews throughout the Directorates.

If Mr. Bannerman is interested in having Dr. [ ] make a pre-  
presentation of this paper to his  
weekly staff meeting, I know that  
[ ] would be pleased to do so  
provided Drs. [ ] and Tietjen  
concur. While [ ] would have  
some input of his own to offer,  
he is now on detail to Federal  
Executive Institute at  
Charlottesville

15.

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OTR 1694  
n7/s 68.4/4's  
26 AUG 1968

MEMORANDUM FOR: Director of Training

THROUGH : Chief/Support School

SUBJECT : Managerial Grid Study of Barriers to Organizational Effectiveness

1. Forwarded for your information is a research report on the attitudes of Grid seminar participants toward barriers to organizational effectiveness. A questionnaire completed anonymously by 124 professionals attending three Grid seminars (Midcareerist Grid, GS-14 Grid, and Senior Seminar) provided the data for the study.

25X1 2. Summaries of Grid seminar team reports on the barriers problem have been included in specific course writeups in the past. In February 1968 [ ] was asked to brief the DD/S Staff Meeting as a follow-up of an item on this subject appearing in an OTR weekly report. The research report attached represents the first effort to gather systematically data from individual course participants on their views.

3. The importance of the study is that between 20% and 32% of the respondents designated as "major" or "very major" barriers certain Agency management and personnel practices. These findings lend themselves to the interpretation that some of the barriers are serious enough to warrant further study. However, it should be emphasized that the magnitude of the results are not greatly different from those [ ] is generally obtaining in industrial organizations when he surveys managers. There is no implication that the organization is not already effective. The question is how to make it more effective. 25X1

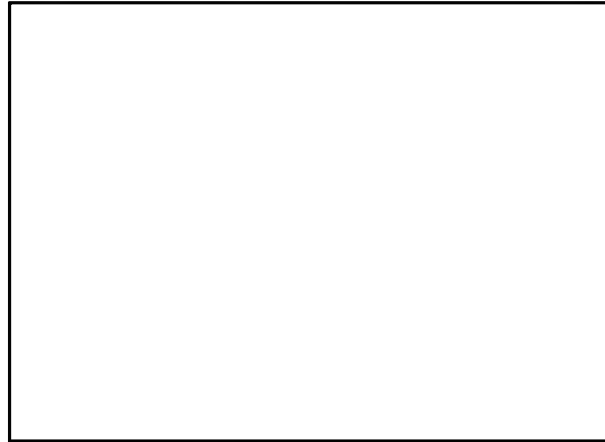
4. Special caution should be observed in interpreting the differences in findings between the Support Directorate, the Clandestine Services and the Directorate of Intelligence. The samples for each component are small

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and possibly biased. The fact that the Support Services results are more extreme could be due to this. Also the Support Services personnel are likely to have a greater overview and knowledge of Agency-wide barriers because of their services in all Directorates. It is therefore recommended that the chapter on the results for Directorates be restricted to "eyes only" classification.



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Att: Managerial Grid Study

Information copy: Chief/Medical Services  
Chief/A&E Staff/Medical Services  
Chief/MTF/SUS/TR

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MANAGERIAL GRID STUDY

ON

BARRIERS TO FULL ORGANIZATIONAL EFFECTIVENESS

By

25X1

[REDACTED]  
Management Training Faculty  
Support School/Office of Training

and

25X1

[REDACTED]  
Research Branch  
Assessment and Evaluation Staff  
Office of Medical Services

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ATTACHMENTS

A	Questionnaire
B	Sample
C	Tables
D	Bar Graphs for Directorates
Figure 1	Graph of Responses by Directorates

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BRIEF

The attached report gives the results of a survey of barriers to Organizational Effectiveness (OE) conducted on 124 Agency officers in three management training seminars. The objective of this survey was to ascertain the degree and extent to which certain organizational practices and conditions were regarded as barriers to this Agency's full effectiveness. These practices and conditions were, for the most part, ones which had been identified as barriers to OE in team exercises by previous Grid seminars. An 18-item questionnaire based on these barriers was administered anonymously to 33 midcareerists in the Managerial Grid, 42 officers in the Managerial Grid for GS-14's, and 49 officers in the Senior Management Grid. Samples from each Directorate --- excluding the Directorate of Science & Technology --- were constituted from the foregoing grid seminars.

Various data analyses were made on the results for the total group, for the three training seminars, and for the three Directorate samples. Major emphasis was given to comparisons of individual item responses between Grid seminars and between Directorates.

Highlights of the survey results are given below:

Total group: Compartmentation being used as an excuse for not communicating rather than for security reasons was seen as a serious problem by 32% of the respondents. Personnel-handling problems concerning career planning, fitness reporting practices and Chiefs picking buddies for assignments

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were seen as serious by 20% or more. Also of major concern to over 20% were certain management practices such as bosses making decisions without participation of those who had to do the work and communications which are predominantly downward without sufficient flow upward of ideas and critiques.

Directorates: Over 20% from each Directorate agreed that compartmentation, career planning, and Chiefs picking buddies for assignments were major problems. In general the Support Services saw more problems of greater magnitude than the other two Directorates. The Support and Intelligence Directorates agreed that bosses making decisions without getting views of their subordinates and too much communication downward, not enough upward, were of major importance. In contrast the Clandestine Services did not see these as serious. Support saw considerable intergroup conflict, the other two Directorates did not.

Training Seminars: The results were similar to that for the total group, all three seminars agreeing that compartmentation and Chiefs picking buddies for assignments were major. They also saw as serious, bosses making decisions without participation of the "doers". The primary differences in the seminars was that the midcareerists emphasized as major the problem of intergroup conflict, whereas the seniors had this barrier area near the bottom of their list.

The report concludes with a general discussion of the situational and dispositional (individual) factors which might have shaped the results of the OE

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survey. Unfortunately, the limited data obtained in this study precluded most speculation on the role of these factors. More research is clearly indicated to achieve a full understanding of the meaning and significance of the survey data.

Implications are discussed and tentative recommendations are made.

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